

Employee Motivation: Recognition, Salary, Organizational Climate and Staff Performance in Selected Public and Private Universities in Uganda

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Abstract

Around the world, employee performance has always depended heavily on employee motivation. This is true since employee performance in an organization is influenced by staff motivation. The researchers looked into how much employee recognition, financial compensation (salary), and organizational climate affected academic and administrative staff performance in a few Ugandan public and private universities. For this study, a survey research design was used. A hypothesis was created to direct the investigation. One thousand academic and administrative staff members were employed. A 313 sample size was established. Information was gathered using a structured questionnaire. A stratified and random sampling strategy was used. Multiple linear regression and descriptive statistics were used to analyze this. The results showed a connection between academic and administrative staff performance and financial rewards (salary), employee recognition, and organizational climate. The findings also demonstrated a strong and positive correlation between performance and recognition. In conclusion, there was a significant and positive impact on staff performance from compensation, employee recognition, and organizational climate. Universities should create and preserve a work culture that encourages peers to publicly recognize employees' accomplishments, provide a comfortable working atmosphere, and raise salaries to incentivize staff to perform better.

Keywords: Employee motivation, recognition, performance, academic and Administrative staff.

Introduction

The idea of motivation is not new. It can be found everywhere in the world. India's Chanakya created a system of motivation that combined rewards and penalties with numerous other motivators. Workers are recognized as a valuable resource for businesses. Therefore, fostering a sense of camaraderie between employees and their employers is essential for organizational success and increased performance. According to Laitinen (2013), employee recognition is the act of praising a person or group for their accomplishments, efforts, and contributions that align with the mission and core values of the company. According to Tessema et al. (2013), employee recognition can take the shape of a reward system or incentives like verbal and written praise, company bonuses, and promotions.

On the other hand, undervaluing an employee's exceptional accomplishments may cause them to lose motivation. Additionally, this might cause employees to become less devoted to the company (Baskar and

Rajkumar 2015). This suggests that when workers believe their contributions are valued less by the company, their mood may fluctuate. Ignoring workers may cause them to become less devoted, demoralize the company, and discourage honesty, all of which could lead to poor performance in terms of commitment (Osama et al., 2017). Employee well-being is defined as a contented state of mind by work procedures. Therefore, it is critical to recognize employees at work, particularly academic staff who have direct interaction with the university's customers, the students.

The teaching staff at universities that offer students mentoring and instruction are known as academic staff. Professors, Senior Lecturers, Lecturers, Assistant Lecturers, and Teaching Assistants are a few of the professionals among them. The non-teaching employees in universities that support and manage the teaching staff as well as the university system are known as administrative staff. Professionals such as librarians, bursars, assistant administrators, secretaries, technologists, and many others are among them. Examining the level of employee motivation, well-being, and performance of academic and administrative staff in a few Ugandan universities is therefore imperative.

The general wellbeing of workers at their places of employment is a concern for both the government and the universities. If so, it's likely that employees would perform better in terms of commitment. But it seems like a lot of academic staff members arrive late for work and take longer than expected to complete tasks like marking exam scripts. Is it possible that management practices have identified employee recognition—which includes things like written commendation, awards, leave, and promotions—as a helpful tool for improving performance? However, both public and private universities still need to do a lot to recognize their staff. These problems led the researcher to look into the extent to which organizational climate, financial incentives, and recognition affect academic and administrative staff performance in a few Ugandan universities.

Literature Review

One of the key elements in an organization that will help boost employee morale and help them reach their objectives is motivation. Because they are eager to improve their work performance, motivated employees always support the organization's efforts to raise performance. Employee motivation and goal-achieving efforts are boosted by rewards and recognition.

Recognition

According to Petrescu and Simon (2008), recognition is the act of recognizing an employee's accomplishment and efforts towards achieving organisational goals. This relates to keeping an eye on workers' actions, efforts, behaviors, and performance—which may be psychological, physical, or both. Giving employees recognition at work helps to motivate them and gives them a sense of increased value. (Nyakundi & associates, 2012). The need for employee recognition within an organization is explained by Rathi and Rastogi (2008). They believe that workers who receive recognition and appreciation are frequently more devoted and provide better work. This indicates that these workers are confident in their abilities to contribute, raise output, and improve job satisfaction. This suggests that performance in terms of devoted to responsibilities may be influenced by non-financial incentives and other intrinsic rewards. According to Drake et al. (2007), one strategy to guarantee that staff members are dedicated and motivated is to regularly recognize and reward them. Employers can use recognition as a tool to inspire workers and ensure the success of their businesses. According to Allen and Helms (2002), leaders who regularly

express their gratitude to their staff members may inspire them to behave better and accomplish strategic objectives. Recognition for employees takes many forms. This covers incentives, bonuses, staff recognition, promotions, and self-worth. Promotion is one tool that could be used as an incentive, according to Naveed et al. (2013). It's a means of rewarding the worker for achieving the objectives of the company. According to Amah et al. (2004), promoted employees rarely hesitate to take on more responsibility. They are usually the first to offer to help with difficult tasks and are willing to take on more work. This suggests that even when presented with more difficult tasks, promotable employees most likely exhibit appropriate attitudes toward their work and the company.

Recognizing employees entails offering rewards for a job well done. According to Banjoko (2006), incentives are valuable payments (bonuses) given to an employee or group of employees based on the volume of output they achieve. Alternatively, compensation may be given to encourage workers to meet higher goals. This implies that both individual and group performance affect the organization's overall performance. According to Martocchio (2006), an organization should compensate workers based on their respective input and output in order to motivate highly productive workers, keep them on board, and treat them fairly.

The author also claims that the organization's most important resource is its workforce. As a result, an organization's ability to recruit, retain, and reward skilled workers determines whether it succeeds or fails. By putting this strategy into practice, employers and employees may quickly develop a positive working relationship, which will improve worker performance.

Methodology

Research Design: Since there was no pre-planning involved, bias was reduced when the survey research design was used. It was also thought to adhere to the study's goal. The researchers can speak with respondents directly using this method.

DATA PRESENTATION, ANALYSIS

Table: 1 Demographic Profiles Analysis of Demographic Data (N=313)

Characteristics	Respondents	Percentage
Gender Male	202	64.5
Female	111	35.5
Educational Qualifications		
Bachelors	28	8.9
Post Graduate Diploma	16	5.1
Masters	188	60.1
Doctorate	81	25.9
specialization		
Arts	98	31.3
Human Science	93	29.7
Sciences	92	29.4
Education	30	9.6

Academic Level		
Teaching Assistant	38	12.1
Assistant Lecturer	105	33.5
Lecturer	151	48.2
Assoc.Prof	14	4.5
Professor	5	1.6
Staff Category		
Administrative	98	31.3
Academic	215	68.7
Are you motivated to do your work?		
YES		
NO	151	48.2
	162	51.8
Do you love your Work?		
YES	305	97.4
NO	8	2.6

DESCRIPTIVE STATISTICS

According to Table 1's results, 202 respondents, or 64.5% of the total, were men, and 111 respondents, or 35.5%, were women. Only 25.9% of respondents held a doctorate degree, whereas the majority of respondents—60.1%, or 81—had a master's degree. When it came to specialization, 98 respondents, or 31.3%, belonged to the arts, while 9.6% of respondents were in the education field. The results also indicate that administrative staff made up 31.3%, or 98, of the respondents, while academic staff made up the majority, or 215, at 68.7%. According to this analysis, the study took into account pertinent sociodemographic traits of all categories of academic and administrative staff. Once more, the vast majority of the staff held master's degrees, enabling them to read and comprehend the questionnaire and provide objective responses. Additionally, it showed that the majority of respondents—51.8%—were not motivated to complete their work, while 48.2%, or 151—agreed to be motivated. Just 2.6%, or 8, acknowledged that they did not love their work, while 97.4%, or 305, said they did. This suggests that even those few employees who do not love their jobs could be persuaded to do so with the right staff motivation.

Reliability and Validity

Testing the survey data for reliability is still a crucial step in ensuring the validity of the research findings. According to De et al. (2017), one of the most effective and popular statistical methods for determining the validity of survey data collection is the Cronbach Alpha test. Table 3 illustrates how the various ranges of alpha values can be used to evaluate the data's reliability. At the second level, factor analysis was used to assess the constructs' reliability and dimensionality. As shown in Table 1, the items that loaded with a percentage greater than 50% were deemed suitable for the research. Table 2's principle component analysis

showed that five factors, or 57.32% of the cumulative variances, had eigenvalues greater than one. Table 3's KMO and Bartlett's Test demonstrate that the study's chosen constructs.

Table 2: Eigen values and Cumulative Percentage explained by the Components

Component	Eigenvalues	% of Variance	Cumulative % of Variance
1	9.995	26.302	26.302
2	4.222	11.111	37.413
3	3.448	9.073	46.485
4	2.962	7.795	54.280
5	1.157	3.044	57.324

for the study were adequate and reliable for the study (KMO=0.908, Bartlett's Test of Sphericity P=0.000).

Table 3: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
Bartlett's Test of Sphericity	Approx. Chi-Square	6122.143
	Df	703
	Sig.	.000

Results

Checking for multicollinearity between the predictor variables was the first step in performing a multiple linear regression. To prevent erroneous conclusions, it is crucial to test for multicollinearity in regression analysis to make sure the independent variables are not highly correlated (Tu et al., 2005). Using a pairwise correlation matrix, the multicollinearity test was conducted. The results shown in Table 4 show that there was no multicollinearity between the independent variables because their correlation values were less than 80%.

Table 4: Test for Multicollinearity using Pairwise Correlation Matrix

		Monetary Reward	Organizational Climate	Recognition
Monetary Reward	Correlation Coefficient	1		
	Sig. (2-tailed)	.		
	N	313		
Organizational Climate	Correlation Coefficient	.292	1	
	Sig. (2-tailed)	.000	.	
	N	313	313	
Recognition	Correlation Coefficient	.299	.348	1
	Sig. (2-tailed)	.000	.000	.
	N	313	313	313

Regression Analysis: Model Summary

Regression analysis is still a crucial tool for illuminating the linearity of the dependent and independent variable relationship. As Daoud (2017) pointed out, the standard error of estimates plays a crucial role in determining the arguments' validity in the regression analysis. The regression analysis has high levels of credibility, as indicated by the low value of the standard error of estimates. The model summary Table 5 of the current study shows that the standard error of the estimate is 0.64321, which is low. Regression analysis results can therefore be justified as legitimate.

The independent variable in the study is employee motivation. Performance is the dependent variable, and the variables of financial reward (salary) and recognition are under independent variables as well. The average relationship between independent factors and dependent variables is shown in the above table.

Table 5: Multiple Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.401 ^a	.161	.153	.64321		
a. Predictors: (Constant), Recognition, Monetary Reward, Organizational Climate						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.551	3	8.184	19.780	.000 ^b
	Residual	127.840	309	.414		
	Total	152.391	312			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Recognition, Monetary Reward, Organizational Climate						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.535	.258		5.943	.000
	Monetary Reward	.200	.061	.184	3.294	.001
	Organizational Climate	.161	.059	.154	2.715	.007
	Recognition	.200	.055	.207	3.643	.000
a. Dependent Variable: Performance						

As we continue to analyze the data, we find that employee motivation is more significantly impacted by recognition and its effects on performance. R Squared corrected, it is 0.61. This indicates that 61% of the impact of reward and recognition on employee motivation can be attributed to the three variables. This suggests a relationship between employee motivation and reward and recognition. The relationship between the independent and dependent variables was ascertained through regression analysis. 51.8% of

the employed motivation is accounted for by reward and recognition. The results of the linear regression, as determined by ANOVA, are displayed in the above table. The result indicates that regression of more nodules significant in explaining changes to a study-dependent variable is termed by this result. Consequently, the significance of these holds is 0.005 (= 0.000).

The impact of motivation on the performance of Ugandan academic and administrative staff was investigated using multiple linear regression. The model examined the following three factors: the impact of organizational climate, financial incentives, and recognition on the productivity of academic and administrative personnel in Uganda. According to Table 5's model findings, financial incentives significantly and favorably impacted the administrative and academic staff's performance in Uganda ($B=0.200$, P-Value (0.001) <0.05). The results align with earlier research that indicated financial incentives significantly and favorably impacted worker performance (Ekwochi & Okoene, 2019; Khan et al., 2020; Zakwai, 2023). The results can be explained by the fact that staff members will perform better if they are properly motivated.

The results of the model showed that, in a subset of Ugandan private and public universities, organizational climate significantly improved the performance of academic and administrative staff ($B=0.161$, P-value (0.007) <0.05). The results align with earlier research (Berberoglu, 2018; Haryono et al., 2019) that demonstrated a noteworthy positive impact of organizational climate on worker performance. Employee cooperation, camaraderie, and mutual support are fostered by a positive work environment. It fosters an environment of open communication, respect, and trust—all of which are necessary for productive teamwork. Ugandan university employees would be more inclined to collaborate, exchange knowledge, and capitalize on one another's advantages, which would improve performance (Galimaka, 2012).

The model results also showed that academic and administrative staff performance in a subset of Uganda's private and public universities was significantly and favorably impacted by recognition ($B=0.200$, P-value (0.000) <0.05). The results are consistent with those of Omo-Odiagbe et al. (2020), who discovered that employees' performance improved when their efforts were acknowledged. Similarly, Rinny et al. (2020) found that Mercubuana University employee performance was positively and significantly impacted by job promotion. The results might suggest that Ugandan university employees who are well-known are probably more committed to their jobs. They might have a greater sense of dedication to their work and go above and beyond what is expected of them. Increased performance, greater productivity, and a willingness to offer creative solutions and ideas can all result from this elevated engagement (Lutz, 2021). The ANOVA table's findings demonstrate that financial incentives, the culture of the university, and recognition all significantly impacted university staff performance in Uganda ($F(3, 309)= 19.780$, P-value (0.000) <0.05). The adjusted R-squared indicates that, of the total variations in the performance of academic and administrative staff in Uganda, financial incentives, organizational climate, and recognition account for 15.3%; other factors account for 84.7% of the variations.

Discussions of Findings

The goal was to determine the degree to which the performance of academic and administrative staff at a subset of Uganda's private and public universities was correlated with employee motivation, recognition, salary, and organizational climate. The findings of the linear regression demonstrate the presence of a significant and positive relationship between academic staff performance and staff recognition in a subset of public and private universities, with a beta coefficient (β) value of ($B=0.200$, P-value (0.000) <0.05). This suggests that staff recognition in the form of awards, pay, and a positive work environment led to an

increase in the performance of academic and administrative staff. The results are consistent with research by Mbuthia et al. (2016) in Kenya and Yamoah (2013) in Ghana, which found a substantial correlation between recognition and improved performance in an academic setting. The Herzberg two-factor theory of motivation, which emphasizes the need for employees to experience either satisfaction or dissatisfaction and motivation or hygiene factor, serves as the foundation for this study. Employee happiness and increased strength come from awards given to them, which inspire them to work harder. While compliance with employee well-being/motivation positively enhances performance, failure to accomplish these results in demotivation and lowers employee morale.

Conclusion And Recommendations

Based on the results, it was determined that, in a subset of Ugandan public and private universities, the performance of academic and administrative staff was significantly and favorably correlated with salary and the organizational climate variable of recognition. Additionally, public universities would likely gain from offering excellent employee recognition programs like salary increases, awards, promotions, and positive workplace environments for both staff and students. The universities will benefit from better group behavior that is bonded with the organization's renewed zeal to achieve superior performance, and the employees will gain in terms of enhanced happiness. The government should be involved in suggesting that the labor laws be changed to provide for the needs of motivation, particularly for public universities. This will guarantee that all universities give their staff the necessities, empowering them to put in extra effort for better results.

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